

2021 Equal Employment Opportunity (EEO) Plan



NC DEPARTMENT OF
**HEALTH AND
HUMAN SERVICES**

www.ncdhhs.gov

NCDHHS is an equal opportunity employer and provider.

Table of Contents

Overview of the Department	2
Equal Employment Opportunity/Affirmative Action Plan Certification Statement	3
Policy Statement	4
Department Achievements	5
• Established Division Level Diversity and Inclusion Councils	5
• Developed and Implemented Suite of Diversity, Equity, and Inclusion Trainings	5
• Developed and Implemented Diversity Awareness Lunch and Learns	6
• New Belonging Value Added	6
• Diversity Efforts Continued	6
• COVID-19 Diversity Efforts	7
Assignment of Responsibility and Accountability	7
• Governor of North Carolina	7
• Office of State Human Resources (OSHR) Diversity and Inclusion Division	7
• Secretary, Department of Health and Human Services	8
• Human Resources Director, Department of Health and Human Services	8
• Division/Facility/Office Directors, Managers and Supervisors	8
• NCDHHS EEO/Diversity & Inclusion Office	8
• NCDHHS Diversity and Inclusion Council	9
Communication and Dissemination of the EEO Plan	10
• Internal Dissemination	10
• External Dissemination	10
Workforce Analysis	10
• 2020 Work Force Representation and Utilization	11
Meaning and Limitation of Data Presented	12
Program Objectives, Activities and Action Steps	13
• Recruitment and Selection	13
• Promotions and Retention	14
• Training and Development	15
• Compensation and Benefits	16
• Transfers and/or Separations	16
• Disciplinary Process and Implementation	17
• Performance Management Process (Valuing Individual Performance)	17
• Grievance Procedure	18
• Monitoring, Evaluation, and Reporting	18
• Unlawful Workplace Harassment	18
• Reduction in Force (RIF) and Procedures	19
• Employment First and Reasonable Accommodation	19
• Pregnancy Workplace Adjustments	19
• Prohibiting the Use of Salary History	19
Identification and Correction of Issues	20
EEO Plan Requirements Checklist	21
Attachments	22
• DHHS EEO: Contacts List	22
• DHHS B0031: Staffing by Occupational Category Report	23
• Report: EEO Quantitative Analysis	24
• B0170: Population/Labor Force Compromise Census Compare by Subcategory	25
• Report: EEO Performance Management EEO Statistic	29
– 2020 DHHS Performance Management EEO Statistic	29
– 2020 DHHS Discipline and Dismissal Statistics	29

Overview of the Department

The North Carolina Department of Health and Human Services (NCDHHS) manages the delivery of health- and human-related services for all North Carolinians, especially our most vulnerable citizens – children, elderly, disabled and low-income families. The department works closely with health care professionals, community leaders and advocacy groups; local, state and federal entities; and many other stakeholders to make this happen.

The department is divided into 30 divisions and offices. NCDHHS divisions and offices fall under four broad service areas - health, human services, administrative, and support functions. NCDHHS also oversees 14 facilities: developmental centers, neuro-medical treatment centers, psychiatric hospitals, alcohol and drug abuse treatment centers, and two residential programs for children.

Learn more about the department in the [2019-2021 Strategic Plan](#).

MISSION: In collaboration with our partners, NCDHHS provides essential services to improve the health, safety and well-being of all North Carolinians.

VISION: Advancing innovative solutions that foster independence, improve health and promote well-being for all North Carolinians.

VALUES



Belonging

Intentionally promote an inclusive, equitable workplace that reflects the communities we serve, where everyone feels a sense of belonging, and our diverse backgrounds and experiences are valued and recognized as strengths.



Joy

Have joy and balance at work so we all bring our A game when serving the people of North Carolina.



People-Focused

Focus on the people we serve, deliver value and make a positive impact on their lives and communities.



Proactive Communication

Maintain an open and trusting environment for collaboration and continuous improvement with our team, stakeholders and the people we serve.



Stewardship

Be good stewards of resources and time to create a positive impact for those we serve.



Teamwork

We are all one department, one team, working toward one goal: to improve the health, safety and well-being of all North Carolinians.



Transparency

Share expertise, information and honest feedback within the department and with stakeholders and the community. Ask for help when needed.

Equal Employment Opportunity/Affirmative Action Plan Certification Statement

This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the North Carolina Department of Health and Human Services' commitment to provide equal employment opportunities to all applicants and employees. I attest that the NC Department of Health and Human Services follows the North Carolina Equal Employment Opportunity Policy, along with all applicable federal and state laws, including current executive orders governing equal employment opportunities.



Mandy Cohen, MD, MPH
Secretary, Department of Health and Human Services

2/26/2021

Date

DocuSigned by:
Darnell Thoms
644CD5EB0E64423...

Darnell Thoms
EEO/AA Officer Signature

2/26/2021

Date

Policy Statement

The State of North Carolina provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination, harassment or retaliation based on race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability. The State also recognizes that an effective and efficient government requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives.

The State is committed to ensuring that the administration and implementation of all human resources policies, practices and programs are fair and equitable. State agencies, departments and universities shall be accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction in-force, training, benefits and any other terms and conditions of employment in accordance with federal and State EEO laws and policies.

Employees shall not engage in harassing conduct, and if harassing conduct does occur, it should be reported. Managers and supervisors maintain a critical role and responsibility in preventing and eliminating harassing conduct in our workplace. See the [Unlawful Workplace Harassment policy](#) of the State Human Resources Manual for provisions related to unlawful harassment, including sexual harassment.

The purpose of NCDHHS' Equal Employment Opportunity Plan is to:

- Reaffirm the department's commitment to equal employment opportunity and diversity and inclusion in its employment practices, program operations, and service delivery systems.
- Outline goals and action steps to:
 - Attract and retain a diverse workforce that is reflective of the community;
 - Increase inclusion among employees of differing identities and backgrounds to promote a welcoming and productive workforce that responds to the needs of a diverse community;
 - Promote a work environment that is free from all forms of discrimination and harassment, including unfair treatment based on sex, pregnancy, childbirth or related medical conditions, race, veteran status, religion, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, gender (including gender identity and gender expression), sexual orientation, use of family medical leave, genetic testing, or any other basis protected by federal or state law;
 - Provide opportunities for career development and advancement for all employees, and identify barriers and challenges to diversity and inclusion and remove them or develop solutions, and;
 - Increase the pool of qualified, diverse applicants, particularly for job categories or areas that are underrepresented.

Department Achievements

ESTABLISHED DIVISION LEVEL DIVERSITY AND INCLUSION COUNCILS

The NC Department of Health and Human Services (NCDHHS) maintains diversity as a top organizational priority. In 2020, NCDHHS created 20 Diversity and Inclusion Councils, advisory groups composed of employees that help guide each division's Diversity, Equity and Inclusion (DEI) process. The councils are a vehicle for changing the division's culture and policies that will ideally lead to a more diverse, equitable and inclusive workplace. Members of the executive leadership team across DHHS oversee each Diversity and Inclusion Council.

The agency has worked to ensure that all terms and conditions of employment are fair and accessible, and that employment decisions are made without regard to race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability.

To support this mandate, the Department has provided mandatory training through the DEI Council, which has trained approximately 5,000 employees to date. The DEI Council has charged its members to:

- Research, assess and set forth the division's DEI strategy and action plan, which focuses on improvements and leads to systemic changes in the division's current practices, procedures and climate.
- Develop a mission statement and create policies and initiatives that are in accordance with the mission statement.
- Create, manage and assess DEI action plans in consultation with staff, executive team, and Diversity and Inclusion Office.
- Ensure division infrastructure, policies, practices, procedures, resources and metrics are sufficient and aligned to drive DEI efforts across the division.
- Communicate DEI action plans, efforts, and successes consistently and repeatedly to all internal stakeholders.
- Develop links and partnerships with external DEI-related industry groups and community stakeholders.
- Provide helpful counsel to leaders and staff regarding DEI issues.
- Champion and model positive DEI behaviors and actions.

DEVELOPED AND IMPLEMENTED SUITE OF DIVERSITY, EQUITY, AND INCLUSION TRAININGS

- Blind Spots Training: Understanding Unconscious Bias
- Diversity, Equity, and Inclusion Foundational Concepts
- Holding Race and Racism Conversations in the Workplace to Advance Equity
- Microaggressions in the Workplace: How it Shows Up and How to Combat it
- Advancing Health Equity
- Understanding and Using Pronouns in the Workplace and Beyond
- Best Practices for Organizing a Division Level D&I Council

DEVELOPED AND IMPLEMENTED DIVERSITY AWARENESS LUNCH AND LEARNS

- Juneteenth Panel Discussion
 - Victor Armstrong, Dir. of NC Division of Mental Health, Developmental Disabilities, and Substance Abuse
 - Dr. Michelle Laws, Assistant Director of Consumer Policy and Community Engagement
 - Earl Ijames, Curator of African American Agriculture and Community History for NC Museum of History
 - Jeremy Collins, Engagement Director, Governor's Office
 - Cornell Wright, Executive Dir., Office of Minority Health and Health Disparities
- The History of Black Health Disparities Then and Now
 - Dr. Delton Atkinson
 - Dr. Keisha Bentley-Edwards
- Pride Month Celebration
 - Kody Kinsley, Deputy Secretary
 - Kendra Johnson, Ex. Director of Equality NC
 - Natalie Watson, Operations Manager, LGBT of Raleigh
 - Jay Gilliam, Director of HRC Global
 - Dr. Gia Dang, Epidemiologist
- LatinX/Hispanic Heritage
 - Dr. Viviana Martinez, Director of Health Equity, Duke University
 - Norma Martinez, retired from NC DHHS Public Health
 - Wendy Pateo, Community Advocate
 - Petra Hagar, Wake County Human Services
 - Bacilio Castro, Community Advocate

NEW BELONGING VALUE ADDED

In partnership with the Secretary's Office and the NCDHHS leadership team, the NCDHHS Diversity and Inclusion Council developed and rolled out a new diversity value, called belonging. Belonging encourages NCDHHS employees to, "Intentionally promote an inclusive, equitable workplace that reflects the communities we serve, where everyone feels a sense of belonging, and our diverse backgrounds and experiences are valued and recognized as strengths." Belonging is now one of the seven [NCDHHS values](#).

DIVERSITY EFFORTS CONTINUED

In addition to adding the new value, belonging, the NCDHHS Office of Diversity and Inclusion, initiated the best practice of diversity represented in the hiring process by working with the Office of Human Resources and divisions to ensure that each interviewing panel is made up of a diverse staff, including but not limited to: experience, race and gender. The NCDHHS Office of Diversity and Inclusion also formulated additional questions to add to the hiring process regarding each person's experience in working with diverse people and what they can do to contribute to the diversity efforts of the department.

The department also hired its first LatinX director who will focus on communications and employee relations involving the Hispanic Community. Additionally, DHHS awarded five contracts to LatinX Community Based Organization to facilitate our outreach and COVID-19 prevention and testing messages in their respective communities. The Department recently awarded a significant contract to a HUB certified/minority owned business to support the COVID Vaccine Management Call Center.

COVID-19 SUPPLIER DIVERSITY

In response to COVID-19 and our supplier diversity goals, DHHS developed and issued a Request for Qualifications to solicit vendors who could provide COVID testing and contact tracing service. To be qualified, vendors had to demonstrate their ability to provide culturally and linguistically appropriate services for historically marginalized populations. African Americans and Latin/Hispanic communities make up a disproportionate number of North Carolina's COVID-19 laboratory confirmed cases and deaths due to long standing health inequities.

Assignment of Responsibility and Accountability

GOVERNOR OF NORTH CAROLINA

The Governor of the State of North Carolina has the overriding responsibility for the state's Equal Employment Opportunity Policies and Programs. The responsibility for the actual development and implementation of individual equal employment opportunity plans and programs is delegated by the governor to each head of a state department, to each state university chancellor, and each head of a state agency or commission.

OFFICE OF STATE HUMAN RESOURCES (OSHR) DIVERSITY AND INCLUSION DIVISION

The Office of State Human Resources' Division of Diversity and Inclusion is responsible for the provision of technical assistance in EEO and program review, monitoring and evaluating the program in accordance to State Human Resources Commission's policy and guidelines, which is delegated to the Office of State Human Resources (OSHR). This responsibility is assigned to the OSHR Diversity and Inclusion Division and includes the following:

- Approves all equal employment opportunity and sexual harassment prevention plans, and the EEO segment of all reduction-in-force plans;
- Designs, implements, and monitors reporting systems for equal employment opportunity planning, and for determining the effectiveness of each EEO plan and program;
- Provides technical assistance for plan and program development and recommends corrective action where necessary;
- Provides assistance in identifying problem areas;
- Develops and implements EEO support programs;
- Develops and implements of EEO training programs; and
- Evaluates progress and programs designed to enhance Equal Employment Opportunity and personnel practices to assure non-discrimination.

SECRETARY, DEPARTMENT OF HEALTH AND HUMAN SERVICES

The secretary of NCDHHS is responsible for providing executive leadership and oversight to ensure that the department adheres to the policies and programs that have been adopted by the State Human Resources Commission and approved by the governor and takes action as necessary to achieve and implement the plan's goals and objectives.

The secretary actively supports equal employment opportunity and diversity through:

- Recognizing and supporting the mission and goals of diversity and inclusion initiatives, efforts, and programs;
- Ensuring that all employment practices within the department are implemented in a manner which is equal for all applicants and employees and consistent with State Human Resources policy, as promulgated by the State Human Resources Commission and with NCGS §126-19;
- Providing support and resources to the department's senior leadership team to support the EEO plan and goals;
- Encouraging and communicating NCDHHS equal employment opportunity initiatives and information to employees and the public; and,
- Requiring the review of equal employment opportunity practices and procedures.

HUMAN RESOURCES DIRECTOR, DEPARTMENT OF HEALTH AND HUMAN SERVICES

The Human Resources director is responsible for the general administration of the plan and will review all personnel policies, employment practices and procedures and make recommendations on steps to ensure equal employment opportunity.

DIVISION/FACILITY/OFFICE DIRECTORS, MANAGERS AND SUPERVISORS

Division/facility/office directors, managers and supervisors will adhere to the department's Equal Employment Opportunity Plan and are responsible for achieving progress toward the goals and objectives of the plan in the areas under their direct supervision. Specifically, division directors/facility/office directors, managers and supervisors will:

- Participate with the Equal Employment Opportunity/Diversity and Inclusion team in identifying challenges and obstacles and working with managers and staff to address problem areas, and;
- Ensure that all employment decisions, including interviews, offers of employment and compensation commitments, assignments, training, development of job-related knowledge and skills, evaluation, and employee relations, are consistent with the department's personnel practices and equal employment opportunity principles.

NCDHHS EEO/DIVERSITY & INCLUSION OFFICE

The NCDHHS' EEO/Diversity & Inclusion Office is staffed by two positions – Senior Director of Diversity and Inclusion and EEO and Diversity and Inclusion Director. The EEO Diversity & Inclusion Senior Director's primary responsibility is to advise, consult, and recommend appropriate EEO and Diversity and Inclusion procedures and practices to the department's Human Resources' offices statewide.

The Senior Director of Diversity and Inclusion's primary duties and responsibilities are to:

- Oversee the Equal Employment Opportunity Office staff and operations.
- Develop and implement diversity and inclusion strategies, including recruitment, performance management, leadership development, employee engagement and retention.

- Serve as the chief individual responsible for the structure and composition of the departmental EEO plan that is submitted to the Office of State Human Resources (OSHR) in March of each year, in accordance with state law;
- Inform the Office of the Secretary of progress of the plan and approval by OSHR in a timely manner;
- Provide guidance, consultation, and EEO training for all HR managers and staff members.

The EEO and Diversity and Inclusion Director's primary duties and responsibilities are to:

- Review EEO informal inquiry complaints of unlawful harassment, discrimination, and retaliation.
- Obtain legal interpretation of the federal and state laws, regulations, and agency policies regarding the affects these laws have on the department's EEO program;
- Ensure documents are in order to effectively communicate EEO policies, plans and procedures to all employees, applicants for employment and the public are made available;
- Maintain all EEO informal inquiry complaint records and reviews with the NCDHHS HR Employee Relations Section and HR director at least annually during the plan year; and
- Serve as agency coordinator for the Equal Employment Opportunity and Diversity Fundamentals (EEODF) with coordination delegated to the EEO administrative assistant and oversight by the EEO director.

NCDHHS DIVERSITY AND INCLUSION COUNCIL

The Diversity and Inclusion Council is appointed by NCDHHS division and facility leadership to function as a department resource group on equal employment opportunity matters, initiatives, and programs. The council advises and recommends courses of action in regard to the Equal Employment Opportunity Plan, and diversity and inclusion initiatives, efforts, and programs. Council members serve a minimum term of one-year.

The council will:

- Review, learn, collaborate, and share best practices and recommendations on equal opportunity and diversity and inclusion matters, programs, policies, and initiatives;
- Help execute NCDHHS' Diversity and Inclusion annual strategic plan;
- Be familiar with the department's employment policies and procedures, resources, trainings, and relevant laws pertaining to equal employment opportunity matters;
- Identify and assess department priorities, challenges, obstacles, goals, and initiatives aimed at fostering diversity and inclusion and equal opportunity, and;
- Recommend solutions and best practices to address and improve policies, practices, and challenges.

Communication and Dissemination of the EEO Plan

INTERNAL DISSEMINATION

All NCDHHS employees will have access to the NCDHHS EEO Plan. EEO information will be disseminated in the following ways:

- During new employee orientation, each employee will be made aware of the EEO program and how to view the EEO plan;
- Human Resources staff will inform all employees of the EEO Informal Inquiry Complaint procedure and answer any questions related to this process;
- Information regarding EEO laws will be posted in conspicuous areas throughout the department by Human Resources staff and is also available electronically on the EEO Office [webpage](#); and
- EEODF (Equal Employment Opportunity and Diversity Fundamentals) training will be provided regularly to managers and supervisors.

EXTERNAL DISSEMINATION

The public will be informed of the department's position on equal employment opportunities as follows:

- The department will post the EEO Plan on its website.
- NCDHHS stationary, and all job advertisements, will include the statement, "An Equal Opportunity Employer."

Workforce Analysis

This section presents data on the race and gender of the department's workforce as of January 2020 by occupational category. This section also identifies over- and under-represented groups by comparing the department's total number of employees by race, gender, and disability or veteran status to North Carolina's population. These data allow NCDHHS to assess how its workforce reflects the people it serves.

Further, the Office of State Human Resources Form B0170, attached to this report, compares the percentage of NCDHHS employees by occupational code, race, and gender to the Labor Force Standard and identifies expected participation, which is calculated as follows:

- % Expected represents percentage from North Carolina census data of all individuals employed or seeking employment within Standard Occupational Class (SOC) per ethnicity and gender.
- # Expected is calculated by multiplying the % Expected with the Agency Total # Employed within SOC per ethnicity and gender.
- % Difference is calculated by subtracting the % Expected from the Agency % Employed.
- # Difference is calculated by subtracting the # Expected from the Agency # Employed.

NCDHHS took the added step of comparing its employee demographics to the North Carolina population in addition to comparing to the Labor Force Standard to more fully assess the extent to which the department reflects the population it serves.

2020 WORK FORCE REPRESENTATION AND UTILIZATION

Summary:

- As of December 31, 2020, NCDHHS had 15,619 permanent employees.
- The majority of NCDHHS employees fall into the professional or service occupational categories.
- NCDHHS' white workforce comprises 51.5% of the total workforce, while the non-white workforce comprises 48.5%, with Black (42.8%) employees having the highest representation among non-white staff members.
- NCDHHS' employee representation is roughly equal to or exceeds the North Carolina population for the following employee groups: White and Black American.
- NCDHHS' employee representation by gender exceeds the North Carolina population for both White and Black females.
- NCDHHS' employee representation of Black males exceeds the North Carolina population for Black males.
- NCDHHS' employee representation of Asian females exceeds the North Carolina population for Asian females.
- NCDHHS' employees are below representation by gender for all other groups, with the most significant under-representation among White males, followed by Hispanic males and females.
- It is challenging to determine employee representation among veterans or individuals with disabilities. Employees self-report disability status. Therefore, the actual number of employees with disabilities is not known. Data are not available for the percentage of the population in North Carolina that are veterans.

Table 1: Occupational Categories of NCDHHS Employees

Category	Number of Employees	Types of Positions
Officials and Administrators	449	chiefs, deputies, directors, assistant directors
Management Related	1,101	human resources, accounting, purchasing
Professionals	6,408	information technology, legal, science, social services, education, healthcare
Technicians and Technologists	268	laboratory technician, dental hygienist
Administrative Support	1,644	stock clerk, processing assistant, administrative assistant
Protective Services	40	public safety officer, public safety supervisor
Service	5,234	health care technician, housekeeper, food service
Skilled Craft	475	maintenance mechanic, painter, HVAC mechanic, vehicle operator

Table 2: Comparison of Ethnicity, Gender, and Disability and Veteran Status of NCDHHS Employees

Category	Number	Percentage	NC Population (2010 Census)
White Male	2,346	15%	36.3%
White Female	5,781	37%	32.7%
Black Male	1,710	10.9%	9.3%
Black Female	4,978	31.9%	11.2%
Hispanic Male	106	0.7%	4.8%
Hispanic Female	182	1.2%	2.6%
Asian Male	129	0.8%	1.1%
Asian Female	231	1.5%	1.0%
American Indian Male	14	0.1%	0.5%
American Indian Female	50	0.3%	0.5%
Native Hawaiian / Pacific Islander Male	4	0.03%	0.03%
Native Hawaiian / Pacific Islander Female	3	0.02%	0.03%
2 or more races Male	26	0.16%	0.79%
2 or more races Female	64	0.4%	0.85%
Ethnicity Unknown (male and female)	92	0.6%	0.16%
Total	15,716		
Veteran	497	3.2%	Not reported
Disability	549	3.5%	11.6%

Meaning and Limitation of Data Presented

In reviewing the above data in this report and attachment Form B0170, it is important to understand the meaning of and limitations on the data presented. The report compares the percentages of people working in various job categories in NCDHHS at a particular point in time with percentages of people reported in various census statistics that reflect the statewide population. They do not include comparisons to percentages of people for whom applications have actually been received by the department, nor to the subset of these applications that actually qualify for hire by the department. Further, by using a combination of labor force and working population data, limitations in the specificity of the census data available for use means that such statistics likely include many individuals not actually qualified to be hired by the department.

Therefore, this report and any findings of “under-representation or under-utilization” are simply rough indicators intended only to be utilized as a tool in the department’s recruitment efforts. A finding of “under-representation or under-utilization” does not mean, and is not intended to mean, that there are problems with the department’s hiring practices or that recruitment or hiring in that job category is, in any legal or other sense, discriminatory. Rather,

the identification of “under-representation or under-utilization” serves to identify areas where the department should seek to ensure that potential candidates are being recruited, encouraged to apply for, and be considered for employment.

Program Objectives, Activities and Action Steps

The department is committed to increasing diversity and inclusion within its workforce. Hiring objectives are identified on Form B0170 (attachment) and additional data and action steps are presented below.

It is important to note that any setting of hiring “objectives” in this report and its attachments are intended only as a tool to facilitate and focus recruitment efforts and is not intended as a quota or mandate for hiring particular individuals regardless of qualifications. Further, the setting of such objectives is also hypothetical in that it requires a projection of both the numbers of vacancies and qualified applicants, neither of which may actually occur. The failure to achieve any of these “objectives” does not mean that discrimination has occurred. The report is intended solely as an aid to facilitate the department’s ongoing efforts to recruit and hire a diverse workforce.

RECRUITMENT AND SELECTION

The table below shows the number of applications received and selection rate by race in 2020.

Table 3: NCDHHS Applications Received and Selection Rate by Race

2020	White Male	White Female	Black Male	Black Female	Other Male	Other Female	Total
Applications Received	55,088	38,684	15,723	63,263	5,537	11,822	190,117
Percentage	29%	20%	8%	33%	3%	6%	100%
2020	White Male	White Female	Black Male	Black Female	Other Male	Other Female	Total
Successful Candidates	1,210	875	250	764	98	154	3,351
Percentage	36%	21%	7%	23%	3%	5%	100%
2020	White Male	White Female	Black Male	Black Female	Other Male	Other Female	Total
Actual Department Representation Percentage	15%	37%	11%	32%	2%	3%	100%
Percentage Expected (in Labor Force based on Population at 2010 Census)	36%	33%	9%	11%	7%	4%	
Over/Under Representation Percentage	-21%	4%	2%	21%	-5%	-1%	

**Includes applications that did not designate race/gender.*

***NOTE: During this period our applicant tracking system provided more generalized representations that did not correlate with all current ethnicity categories used. This has been corrected for future reporting.*

In comparison to 2019:

- Applications received is down 7.8%.
- White male applications received doubled.
- All other demographics applications received are down.
- White male successful candidates have improved from 351 to 1210. That's over 300%.
- All other demographics successful candidates are down.

Action Steps:

- Conduct recruitment and outreach efforts to expand pool of qualified, diverse applicants.
- Review all leadership job openings and embed diversity goals within hiring plans.
- Increase recruitment efforts to attract a broad and diverse candidate pool for positions in all categories by continuing to build relationships with professional organizations representing diverse underrepresented potential candidates for employment.
- Strengthen existing alliances with public and private universities in North Carolina, especially the Historically Black Colleges and Universities (HBCUs), and college and university programs which promote educating and employing individuals with disabilities.
- When possible, participate in career fairs and advertise in publications targeted at under-represented groups.
- Support goals and objectives of NC Employment First initiative by actively recruiting and retaining qualified employees with disabilities.
- Advise that hiring managers and human resources offices should not accept an applicant pool that lacks diversity. Rather, hiring managers are encouraged to re-post the position to seek other resources to obtain a diverse applicant pool.
- Provide training to recruiters, hiring managers, and interviewers on the impact of implicit bias in the hiring process.
- Ensure that hiring panels, particularly for supervisory and management positions, are diverse including with respect to race/ethnicity and gender.
- Ensure that all qualified internal candidates have an opportunity to compete for open positions.
- Implement a HBCU and Minority Institutions of Higher Education summer internship program to allow internship opportunities across the agency to encourage and promote a diverse pipeline of talent.

PROMOTIONS AND RETENTION

The following table shows the number and percent of promotions by race and gender in 2020.

Table 4: Promotion by Race and Gender

2020	White Male	White Female	Black Male	Black Female	Other Male	Other Female	Total
Promotions	89	225	70	205	9	17	615
# of Employees	2,320	5,717	1,710	4,978	275	527	15,527
Percentage	14.4%	36.5%	11.3%	33.2%	1.1%	2.7%	100

It is important to note that all promotions within the Department of Health and Human Services are subject to all federal and state equal employment laws and policies. Employees who are interested in a promotional opportunity must apply through the State of North Carolina electronic application process (NEOGOV), which is subject to fair and valid selection criteria as outlined in the [OSHR recruitment policy](#).

Action Steps:

- Encourage employees to apply for promotional opportunities for which they are qualified.
- Post job openings internally and encourage employees to register for job alerts from the NEOGOV system for other promotional opportunities.
- Provide mock interview workshops for staff to support their internal interview goals.
- Provide management development and leadership programs with a focus on developing future diverse leaders.
- Sponsor or support events, speakers, panels, and/or programs that will offer opportunities for employees to gain experience and knowledge about jobs and career paths.
- Explore additional ways to actively support and enhance career development and succession planning initiatives.
- Promote the establishment of measurable division, team and individual goals that demonstrate achievement and establish track records of success for career advancement.
- Develop and disseminate a department wide value statement for diversity and inclusion.

TRAINING AND DEVELOPMENT

It is the policy of the Department of Health and Human Services that all human resource development and training programs and opportunities shall be provided to employees on a non-discriminatory basis. All NCDHHS employees are encouraged to use the Learning Management System (LMS) to request training. EEO and Diversity training is also available through the state Employee Assistance Program.

NCDHHS complies with NCGS 126-16.1, which requires the department to enroll each newly appointed supervisor or manager within one (1) year of their initial appointment in the Equal Employment Opportunity – Diversity Fundamentals (EEODF) training. In 2005, the Office of State Human Resources and the Department of Health and Human Services entered into a contract allowing DHHS-EEODF Instructors to provide training for its employees. It has been renewed each year since 2005.

Table 5: Equal Employment Opportunity – Diversity Fundamentals (EEODF) training

2020	Total	Percent Complete
Completed	1,858	72%
Not Complete / Pass Due	360	N/A
In Progress	216	N/A

In addition to EEO training, DHHS' Diversity and Inclusion Office developed and implemented the following diversity and inclusion trainings:

- Blind Spots Training
- Diversity, Equity, and Inclusion Foundational Concepts
- Microaggressions in the Workplace: How it shows up and how to combat it
- Holding Race and Racism Conversations in the Workplace
- Understanding Pronouns in the Workplace and Beyond
- Inclusive Leadership Skills
- Best Practices for Organizing a Division Level Diversity and Inclusion Council

Action Steps:

- Conduct a survey of supervisors and staff to determine training needs and develop a targeted training plan that promotes NCDHHS values and supports achievement of its strategic and EEO plan goals.
- Implement online and in-person diversity and inclusion training for employees to ensure consistent understanding of NCDHHS's commitment to diversity and inclusion.

COMPENSATION AND BENEFITS

The Department of Health and Human Services has a performance agreement with the Office of State Human Resources. The various divisions, facilities and offices have the authority to see that all employees, regardless of race, color, religion, sex, age, national origin, disability, and genetic information are treated fairly and equitably.

Appropriate analysis processes are in place to ensure that salary recommendations take into account related education, training and experience, as well as the salaries of current employees performing similar duties and responsibilities. This is to ensure that all benefits and conditions of employment are equally available without discrimination to all employees. This includes leave policies, retirement plans, insurance programs, and other terms, conditions and privileges of employment.

Action Steps:

- Conduct an analysis of current compensation by race, gender, and occupational category, and develop a plan for addressing any disparities in compensation.

TRANSFERS AND/OR SEPARATIONS

NCDHHS implements a structured and uniform procedure for determining the primary reasons for voluntary transfers and /or separations. This procedure involves conducting online exit interviews with departing employees. The information is collected by the metrics manager in the central HR office. An analysis of the information is collected and shared with management and human resource managers to alert them of any conditions that need immediate attention.

DISCIPLINARY PROCESS AND IMPLEMENTATION

The Department of Health and Human Services' disciplinary process and implementation are designed to be fair and equitable and without regard to biases. The NCDHHS Human Resources Employee Relations Section monitors the disciplinary process and implementation. All demotions, suspensions, transfers and dismissals are included in the disciplinary process and are subject to the state and federal laws governing equal employment opportunity. Employee relations, the EEO Office, and human resource managers work in concert to ensure equal practices and fairness are applied to the disciplinary process and implementation.

Action Steps:

- Conduct an analysis of current disciplinary actions by race, gender, and occupational category and develop a plan for addressing any disparities.
- Deliver training to managers and supervisors on best practices for managing the disciplinary actions process.
- Deliver training on implicit bias and the disciplinary actions process.

PERFORMANCE MANAGEMENT PROCESS (VALUING INDIVIDUAL PERFORMANCE)

Valuing Individual Performance (VIP), the North Carolina statewide performance management (PM) process, aligns with the State of North Carolina policy on PM, which is designed to enable employees to develop and enhance individual performance, while contributing to the achievement of organizational mission, goals and business objectives.

Each agency in North Carolina government is required to implement the statewide policy on PM, as approved by the State Human Resources Commission. The process, which ensures a means by which employees, regardless of race, color, religion, sex, age, national origin, disability, genetic information and political affiliation, focuses on the following:

- Emphasizes the strategic alignment of an agency's overall business objectives with an individual employee's performance;
- Ensures the agency is setting and meeting critical business objectives and individual goals;
- Fosters a culture of continuous communication between employees and managers;
- Automates the performance management process by utilizing technology so that performance can be effectively tracked and measured based on business-related outcomes;
- Establishes a basis for consistent and historical performance data, absent inflated ratings, for agency management, the Governor's office and the North Carolina legislature; and
- Provides the foundation where valid performance data is utilized as one component of pay.

Action Steps:

- Conduct an analysis of current performance ratings by race, gender, and occupational category and develop a plan for addressing any disparities.
- Deliver training to managers and supervisors on best practices for managing the performance management process.
- Deliver training on implicit bias and the performance management process.

GRIEVANCE PROCEDURE

The grievance procedure is the administrative process designed to ensure equal treatment for all individuals filing complaints. The Department of Health and Human Services Employee Relations Section, located in the Division of Human Resources, is designated to deal with the internal complaint/grievance process. This section works in conjunction with the EEO Office, in particular with those cases that pertain to discrimination issues. The department's grievance procedure is designed to be fair and resolve issues in a prompt and equitable manner. NCDHHS follows the state-wide employee grievance policy and prohibits retaliation against individuals who file a grievance or participate in the grievance process.

The department received 29 complaints in the year 2020, which is 51% less than the 59 complaints received in 2019.

Action Steps:

- Conduct an analysis of grievances by race, gender, and occupational category and develop a plan for addressing any disparities.

MONITORING, EVALUATION, AND REPORTING

NCDHHS utilizes the IHR-PS system and EEO reports to monitor EEO activities. EEO reports from the NEOGOV applicant tracking system are also utilized to the fullest extent. The EEO director will communicate with each division and facility Human Resources (HR) office to ensure they have knowledge and an understanding of the EEO goals and objectives. At various times throughout the year, the EEO director will evaluate the overall plan for the department to ensure compliance and to note any trends that need to be addressed by the NCDHHS HR director and secretary. In addition, the HR managers and EEO director shall provide management with information regarding the progress of the plan on a monthly basis.

UNLAWFUL WORKPLACE HARASSMENT

NCDHHS strictly prohibits all types of unlawful workplace harassment, which is defined as unwelcome or unsolicited speech or conduct based upon race, sex, religion, national origin, age, genetic information, color, or handicapping condition as defined by G.S. 168A 3 that creates a hostile work environment or circumstances involving quid pro quo. A hostile work environment is defined as an environment that both a reasonable person would find hostile or abusive and one that the particular person who is the object of the harassment perceives to be hostile or abusive. The NCDHHS EEO Office will investigate complaints of unlawful workplace harassment in accordance with the statewide grievance policy. The EEO Office will provide counseling to managers and supervisors on prevention and correction of Unlawful Workplace Harassment. Online workplace harassment training is automatically assigned to all new employees and other workplace harassment classes are available in the LMS.

Table 6: Understanding Harassment training

2020	Total	Percent Complete
Completed	26,101	90%
Not Complete / Pass Due	1	N/A
In Progress	2,596	N/A

REDUCTION IN FORCE (RIF) AND PROCEDURES

It is the policy of the Department of Human and Health Services, in accordance with federal and state equal employment opportunity guidelines, that decisions concerning reduction in force (RIF) must be analyzed to determine their impact by race, sex and age. Either the EEO director or the Human Resources staff shall conduct a RIF impact analysis of the effect of the proposed reduction(s) prior to the department making final decisions on layoffs.

NCDHHS adheres to the state's Reduction in Force Policy, which is located in the [State Human Resources Manual](#).

EMPLOYMENT FIRST AND REASONABLE ACCOMMODATION

In March 2019, Governor Roy Cooper signed [Executive Order 92](#) (Employment First for North Carolinians with Disabilities). The EO makes Employment First the policy of state agencies to reflect the state's goals to be a leader in recruiting workers with disabilities and making an inclusive job climate for those workers. The state was designated as a model employer for persons with disabilities. To this end, NCDHHS and OSHR formed an Employment First Working group to work on several aspects of the Order.

PREGNANCY WORKPLACE ADJUSTMENTS

In December 2018, Executive Order 82 (Promoting Health and Wellness by Clarifying Protections Afforded to Pregnant State Employees) was issued by Governor Roy Cooper. This Executive Order required that state agencies extend workplace protections and modifications to pregnant employees upon request, unless doing so would impose significant burdens or costs.

The NCDHHS Human Resources staff has received guidance to implement the order.

Actions steps:

- NCDHHS has notified all employees by email and posted notices of the rights afforded to pregnant, state employees in all offices and facilities.
- The requirement is included in new employee orientation materials.
- Requirement posted on the [NCDHHS website](#).

PROHIBITING THE USE OF SALARY HISTORY

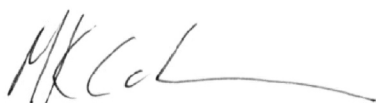
In April 2019, Executive Order 93 (Prohibiting the Use of Salary History in the State Hiring Process) was issued by Governor Roy Cooper. This Executive Order prohibited state agencies from requesting salary history from applicants or relying on previously obtained salary information in determining an applicant's salary. OSHR was required to remove the employment history fields from the state application.

Action steps:

- NCDHHS has trained HR staff in the new salary administration requirements.
- Requirement posted on [NCDHHS website](#).
- Discussion of the requirement at staff meetings.

Identification and Correction of Issues

This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the North Carolina Department of Health and Human Services' commitment to provide equal employment opportunities to all applicants and employees. I attest that the NC Department of Health and Human Services follows the North Carolina Equal Employment Opportunity Policy, along with all applicable federal and state laws, including current executive orders governing equal employment opportunities.



2/26/2021

Mandy Cohen, MD, MPH
Secretary, Department of Health and Human Services

Date

DocuSigned by:
Darnell Thoms
644CD5EB0E64423...

2/26/2021

Darnell Thoms
EEO/AA Officer Signature

Date

EEO Plan Requirements Checklist

- ✓ Table of Content
- ✓ Overview of the Department
- ✓ Equal Employment Opportunity/
Affirmative Action Plan Certification
Statement
- ✓ Policy Statement
- ✓ Assignment of Responsibility and
Accountability
- ✓ Governor of North Carolina
- ✓ Office of State Human Resources (OSHR)
Diversity and Inclusion Division
- ✓ Secretary, Department of Health and
Human Services
- ✓ Human Resources Director, Department of
Health and Human Services
- ✓ Division/Facility/Office Directors,
Managers and Supervisors
- ✓ DHHS EEO/Diversity & Inclusion Office
- ✓ DHHS Diversity and Inclusion Council
- ✓ Communication and Dissemination
of the EEO Plan
- ✓ Internal Dissemination
- ✓ External Dissemination
- ✓ Workforce Analysis
- ✓ 2020 Work Force Representation and
Utilization
- ✓ Meaning and Limitation of Data Presented
- ✓ Program Objectives, Activities and
Action Steps
- ✓ Recruitment and Selection
- ✓ Promotions and Retention
- ✓ Training and Development
- ✓ Compensation and Benefits
- ✓ Transfers and/or Separations
- ✓ Disciplinary Process and Implementation
- ✓ Performance Management Process
(Valuing Individual Performance)
- ✓ Grievance Procedure
- ✓ Monitoring, Evaluation, and Reporting
- ✓ Unlawful Workplace Harassment
- ✓ Reduction in Force (RIF) and Procedures
- ✓ Employment First and Reasonable
Accommodation
- ✓ Identification and Correction of Issues
- ✓ EEO Plan Requirements Checklist
- ✓ Attachments
- ✓ EEO:Contacts
- ✓ DHHS B0031: Staffing by Occupational
Category Report
- ✓ Report: EEO Quantitative Analysis
- ✓ B0170: Population/Labor Force
Compromise Census Compare by
Subcategory
- ✓ Report: EEO Performance Management
EEO Statistic
- ✓ 2020 DHHS Discipline and Dismissal
Statistics

Attachments

DHHS EEO Contact List

DHHS B0031: Staffing by Occupational Category Report

Report: EEO Quantitative Analysis

B0170: Population/Labor Force Compromise Census Compare by Subcategory

Report: EEO Performance Management EEO Statistic

Discipline and Dismissal Statistic

DHHS EEO CONTACT LIST

Division / Facility	Contact	Gender/ Race	Telephone	Mailing Address
DHHS EEO/Diversity & Inclusion	Darnell Thoms	M/B	919-855-4930	2001 Mail Service Center Raleigh, NC 27699-2001
Disability Determination Services (DDS)	Antonio Cruz	M/H	919-814-3222	2802 Mail Service Center Raleigh, NC 27699-2802
Division of Health Benefits	Julie Beeson	F/W	919-855-4120	2501 Mail Service Center Raleigh, NC 27699-2501
Division of Health Service Regulations (DHSR)	Nikki Kessinger	F/W	919-855-3859	2715 Mail Service Center Raleigh, NC 27699-2715
Division of Mental Health/Developmental Disabilities/Substance Abuse Services (DMH/DD/SAS) Division of State Operated Healthcare Facilities (DSOHF)	Vernon Gee	M/B	919-855-4700	3017 Mail Service Center Raleigh, NC 27699-3017
Division of Public Health (DPH)	Lorey Weagel	F/W	919-707-5450	1930 Mail Service Center Raleigh, NC 27699-1930
Office of the Secretary (OOS)	Barbara Williams	F/B	919-855-4930	2001 Mail Service Center Raleigh, NC 27699-2001
Division of Social Services (DSS) / Child Development & Early Education (DCDEE) / Division of Aging and Adult Services (DAAS)	Susan Osborne	F/W	919-527-6380	2413 Mail Service Center Raleigh, NC 27699-2413
Division of Vocational Rehabilitation (DVR) / Services for the Blind (DSB) / Services for the Deaf & Hard of Hearing (DSDHH)	Patricia Garcia	F/W	919-855-3517	2801 Mail Service Center Raleigh, NC 27699-2801
Black Mountain Neuro-Medical Treatment Center	Diane McCann	F/W	828-259-6729	932 Old US 70 West Black Mountain, NC 28711
Broughton Hospital (& Facility Engineering)	Alicia Nexsen	F/W	828-433-2401	1000 S. Sterling Street Morganton, NC 28655
Caswell Development Center	Mike Myers	M/W	252-208-4293	2415 W. Vernon Avenue Kinston, NC 28504
Central Regional Hospital	Lisa Lunsford	F/B	919-855-4942	300 Veazey Road Butner, NC 27509
Cherry Hospital	Ron Hill	M/W	919-947-8021	1401 W. Ash St. Goldsboro, NC 27530
J. Iverson Riddle Developmental Center	Kim Sparks	F/W	828-433-2828	300 Enola Road Morganton, NC 28655
Julian F. Keith ADATC	Mona DiMartino	F/W	828-257-6200	201 Tabernacle Road Black Mountain, NC 28711
Longleaf Neuro-Medical Treatment Center	Carolyn Hardy (Interim)	F/W	252-399-2112	4761 Ward Boulevard Wilson, NC 27893
Murdoch Developmental Center	Pam Kuhno	F/W	919-575-1015	1600 East C Street Butner, NC 27509
O'Berry Neuro-Medical Treatment Center	Miles Johnson	M/W	919-581-4000	400 Old Smithfield Road Goldsboro, NC 27523
R.J. Blackley ADATC	Denise Keeton	F/W	919-575-7928	100 H Street Butner, NC 27509
Walter B. Jones ADATC	Kimberly Reed	F/W	252-830-3426	2577 West Fifth Street Greenville, NC 27834

DHHS B0031: STAFFING BY OCCUPATIONAL CATEGORY

Calendar Month/Year: 01/2020 - 01/2021

Personnel Area	State SOC Category		WM	WF	BM	BF	HM	HF	ASM	ASF	AIM	AIF	NHOPI Male	NHOPI Fem	Two+ Male	Two+ Fem	Ethn Unk	TOT	TOT MNRT	TOT FEM	DISB
Health Human Services	OFFICIALS AND ADMINISTRATORS	Employees	119	209	17	80	2	5	6	5	2				2			449	119	299	18
		% Represented	26.503	46.548	3.786	17.817	0.445	1.114	1.336	1.114	0.445				0.445		0.445	100.000	26.503	66.592	4.009
		New Hires	2	7	1	3		1	1	1								16	7	12	1
		% Represented	12.500	43.750	6.250	18.750		6.250	6.250	6.250								100.000	43.750	75.000	6.250
		Promotions	6	17	1	13												37	14	30	2
		% Represented	16.216	45.946	2.703	35.135												100.000	37.838	81.081	5.405
	MANAGEMENT RELATED	Employees	160	481	66	331	5	10	3	22		4			1	6	12	1,101	448	854	45
		% Represented	14.532	43.688	5.995	30.064	0.454	0.908	0.272	1.998		0.363			0.091	0.545	1.090	100.000	40.690	77.566	4.087
		New Hires	4	35	4	15		2	1	3						3	5	72	28	58	1
		% Represented	5.556	48.611	5.556	20.833		2.778	1.389	4.167					4.167	6.944		100.000	38.889	80.556	1.389
		Promotions	6	33	7	27	1			1							2	77	36	61	3
		% Represented	7.792	42.857	9.091	35.065	1.299			1.299							2.597	100.000	46.753	79.221	3.896
	PROFESSIONALS	Employees	940	2,858	445	1,684	38	78	89	153	5	31	3	2	7	26	49	6,408	2,561	4,832	305
		% Represented	14.669	44.600	6.944	26.280	0.593	1.217	1.389	2.388	0.078	0.484	0.047	0.031	0.109	0.406	0.765	100.000	39.966	75.406	4.760
		New Hires	71	245	39	163	6	11	8	18		1		1	3	3	26	595	253	442	30
		% Represented	11.933	41.176	6.555	27.395	1.008	1.849	1.345	3.025		0.168		0.168	0.504	0.504	4.370	100.000	42.521	74.286	5.042
		Promotions	26	104	23	89	1	2	2	6		1					1	255	124	202	6
		% Represented	10.196	40.784	9.020	34.902	0.392	0.784	0.784	2.353		0.392					0.392	100.000	48.627	79.216	2.353
	TECHNICIANS AND TECHNOLOGISTS	Employees	40	149	6	53	2	5	2	5				1		3	2	268	77	216	13
		% Represented	14.925	55.597	2.239	19.776	0.746	1.866	0.746	1.866				0.373		1.119	0.746	100.000	28.731	80.597	4.851
		New Hires	1	17	2	4		2								1		27	9	24	3
		% Represented	3.704	62.963	7.407	14.815		7.407							3.704			100.000	33.333	88.889	11.111
		Promotions	2	6		2				1								11	3	9	1
		% Represented	18.182	54.545		18.182			9.091									100.000	27.273	81.818	9.091
	ADMINISTRATIVE SUPPORT	Employees	98	740	98	630	8	27	2	11		11			1	9	9	1,644	797	1,428	77
		% Represented	5.961	45.012	5.961	38.321	0.487	1.642	0.122	0.669		0.669			0.061	0.547	0.547	100.000	48.479	86.861	4.684
		New Hires	7	52	4	37	1	1		1		1				2	1	107	47	94	6
		% Represented	6.542	48.598	3.738	34.579	0.935	0.935		0.935		0.935			1.869	0.935		100.000	43.925	87.850	5.607
		Promotions	5	18		24		1		1								49	26	44	
		% Represented	10.204	36.735		48.980		2.041		2.041								100.000	53.061	89.796	
	PROTECTIVE SERVICES	Employees	33	3	3	1												40	4	4	
		% Represented	82.500	7.500	7.500	2.500												100.000	10.000	10.000	
		New Hires	5															5			
		% Represented	100.000															100.000			
		Promotions	1															1			
		% Represented	100.000															100.000			
	SERVICE	Employees	563	1,252	1,022	2,185	44	57	20	32	5	4			15	20	15	5,234	3,404	3,550	80
		% Represented	10.757	23.921	19.526	41.746	0.841	1.089	0.382	0.611	0.096	0.076			0.287	0.382	0.287	100.000	65.036	67.826	1.528
		New Hires	80	178	109	260	2	8	3			1			2	5	10	658	390	452	10
		% Represented	12.158	27.052	16.565	39.514	0.304	1.216	0.456			0.152			0.304	0.760	1.520	100.000	59.271	68.693	1.520
		Promotions	20	45	36	49	1	2							1	2	1	157	91	98	1
		% Represented	12.739	28.662	22.930	31.210	0.637	1.274							0.637	1.274	0.637	100.000	57.962	62.420	0.637
	SKILLED CRAFT	Employees	367	25	53	14	7		3		2		1				3	475	80	39	11
		% Represented	77.263	5.263	11.158	2.947	1.474		0.632		0.421		0.211				0.632	100.000	16.842	8.211	2.316
		New Hires	26	1	3												1	31	3	1	2
		% Represented	83.871	3.226	9.677												3.226	100.000	9.677	3.226	6.452
		Promotions	23	2	3	1	1											30	5	3	
		% Represented	76.667	6.667	10.000	3.333	3.333											100.000	16.667	10.000	
	Total	Employees	2,320	5,717	1,710	4,978	106	182	125	228	14	50	4	3	26	64	92	15,619	7,490	11,222	549
		% Represented	14.854	36.603	10.948	31.871	0.679	1.165	0.800	1.460	0.090	0.320	0.026	0.019	0.166	0.410	0.589	100.000	47.954	71.848	3.515
		New Hires	196	535	162	482	9	25	13	23		3		1	5	14	43	1,511	737	1,083	53
		% Represented	12.972	35.407	10.721	31.899	0.596	1.655	0.860	1.522		0.199		0.066	0.331	0.927	2.846	100.000	48.776	71.674	3.508
		Promotions	89	225	70	205	4	5	2	9		1			1	2	4	617	299	447	13
		% Represented	14.425	36.467	11.345	33.225	0.648	0.810	0.324	1.459		0.162			0.162	0.324	0.648	100.000	48.460	72.447	2.107

REPORT: EEO QUANTITATIVE ANALYSIS
2020 DHHS EEO QUANTITATIVE ANALYSIS FORM

AGENCY/UNIVERSITY: DHHS

SOC Category	White Males		White Females		Black Males		Black Females		Other Minority Males		Other Minority Females	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Officials & Administrators	120	121	222	209	16	17	81	80	10	10	10	10
Management Related	187	161	524	487	72	66	360	331	22	8	61	36
Professional Specialty	957	947	3013	2884	437	445	1689	1684	153	135	299	264
Technicians & Technologists	49	40	181	152	9	6	54	53	4	4	13	11
Administrative Support	102	99	790	749	96	98	637	630	15	10	73	49
Protective Services	32	33	2	3	3	3	1	1	0	0	0	0
Skilled Crafts	363	367	23	25	55	53	15	14	16	15	1	0
Service	540	578	1264	1272	1050	1022	2263	2185	77	69	118	93
TOTAL EMPLOYEES	2350	2346	6019	5781	1738	1710	5100	4978	297	251	575	463

BO170: JOB OPENING ESTIMATES FORM LABOR FORCE STANDARD BY SOC CATEGORY AS OF DEC 2020 BASED ON 2010 CENSUS

Execution Date: 2/11/21

Health Human Services

SOC Category: OFFICIALS AND ADMINISTRATORS

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	121	210	19	78	2	4	6	5	2	0	2	449	297	118	18	19
% Employed	26.9	46.8	4.2	17.4	0.4	0.9	1.3	1.1	0.4	0.0	0.4	100.0	66.1	26.3	4.0	4.2
Labor Force Standard																
# Difference	-115	75	-6	49	-7	-1	0	1	0	-2			122	36	-35	
% Difference	-25.6	16.8	-1.2	11.1	-1.6	-0.2	0.0	0.3	0.0	-0.3			27.6	8.7	-7.6	
Employment Objectives: Using SOC Category																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	6	0	1	0	1	1	0	0	0	1	0		2	2	2	
Planned % Increase	1.3	0	0.3	0	0.2	0.2	0	0	0	0.2	0		0.5	0.2	0.5	
Target Classification(s)	Black males, Hispanic males and females, Asian females and people with disabilities															
Action Steps	Allow current staff to update disability status, plan with the DEI Council to advertise in diverse areas, coordinate with HR to send goal reminders quarterly															

SOC Category: MANAGEMENT RELATED

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	162	484	64	327	5	9	3	23	0	4	13	1,094	847	442	43	43
% Employed	14.8	44.2	5.9	29.9	0.5	0.8	0.3	2.1	0.0	0.4	1.2	100.0	77.4	40.4	3.9	3.9
Labor Force Standard																
# Difference	-255	62	1	202	-13	-14	-7	12	-3	-1			261	184	-84	
% Difference	-23.3	5.7	0.2	18.5	-1.1	-1.3	-0.6	1.1	-0.2	0.0			24.0	17.1	-7.7	
Employment Objectives: Using SOC Category																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	5	0	0	0	2	1	1	0	1	1	0		2	4	10	
Planned % Increase	4.6	0	0	0	1.3	10	0.4	0	0.1	0.1	0		0.2	0.3	0.9	
Target Classification(s)	Hispanic males and females, Asian males Native American and Alaskan Native males and females and people with disabilities															
Action Steps	Allow current staff to update disability status, plan with the DEI Council to advertise in diverse areas, coordinate with HR to send goal reminders quarterly															

SOC Category: PROFESSIONALS

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	953	2,892	447	1,683	38	78	93	155	5	31	51	6,426	4,839	2,562	305	206
% Employed	14.8	45.0	7.0	26.2	0.6	1.2	1.4	2.4	0.1	0.5	0.8	100.0	75.3	39.9	4.7	3.2
Labor Force Standard																
# Difference	-1,033	-97	157	988	-27	-32	-49	52	-8	-2			909	1,111	-441	
% Difference	-16.1	-1.5	2.5	15.4	-0.4	-0.5	-0.8	0.8	-0.1	0.0			14.2	17.4	-6.9	
Employment Objectives: Using SOC Category																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	10	10	0	0	2	2	2	0	1	1	0		13	5	20	
Planned % Increase	0.2	0.1	0	0	0.02	0.02	0.03	0	0.01	0.01	0		0.2	0.02	0.3	
Target Classification(s)	Hispanic males and females, Asian females Native American and Alaskan Native males and females and males and people with disabilities															
Action Steps	Allow current staff to update disability status, plan with the DEI Council to advertise in diverse areas, coordinate with HR to send goal reminders quarterly															

SOC Category: TECHNICIANS AND TECHNOLOGISTS

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	40	156	7	54	2	4	2	6	0	0	2	273	220	78	14	12
% Employed	14.7	57.1	2.6	19.8	0.7	1.5	0.7	2.2	0.0	0.0	0.7	100.0	80.6	28.6	5.1	4.4
Labor Force Standard																
# Difference	-31	26	-9	12	0	-1	-1	2	-1	-3			36	2	-18	
% Difference	-11.1	9.8	-3.2	4.5	0.0	-0.2	-0.3	1.0	-0.2	-0.8			14.3	1.9	-6.5	
Employment Objectives: Using SOC Category																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	5	0	2	0	0	1	1	0	1	1	0		2	4	2	
Planned % Increase	1.8	0	0.7	0	0	0.3	0.3	0	0.4	0.4	0		0.7	0.7	0.7	
Target Classification(s)	Black males, Hispanic females, Asian males and females Native American and Alaskan Native males and females and people with disabilities															
Action Steps	Allow current staff to update disability status, plan with the DEI Council to advertise in diverse areas, coordinate with HR to send goal reminders quarterly															

SOC Category: ADMINISTRATIVE SUPPORT

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	100	756	96	630	8	28	2	12	0	11	9	1,652	1,437	797	75	60
% Employed	6.1	45.8	5.8	38.1	0.5	1.7	0.1	0.7	0.0	0.7	0.5	100.0	87.0	48.2	4.5	3.6
Labor Force Standard																
# Difference	-180	-142	-17	364	-12	-15	-7	-5	-4	2			204	316	-117	
% Difference	-10.8	-8.5	-1.0	22.0	-0.7	-0.9	-0.4	-0.3	-0.2	0.2			12.5	19.3	-7.1	
Employment Objectives: Using SOC Category																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	5	5	1	0	1	1	1	1	1	0	0		7	4	10	
Planned % Increase	0.2	0.2	0.2	0	0.02	0.01	0.06	0.8	0.06	0	0		0.4	0.2	3.2	
Target Classification(s)	Black males, Hispanic males and females, Asian males and females Native American and Alaskan Native males and females and people with disabilities															
Action Steps	Allow current staff to update disability status, plan with the DEI Council to advertise in diverse areas, coordinate with HR to send goal reminders quarterly															

SOC Category: PROTECTIVE SERVICES

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	32	3	3	1	0	0	0	0	0	0	0	39	4	4	0	8
% Employed	82.1	7.7	7.7	2.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	10.3	10.3	0.0	20.5
Labor Force Standard																
# Difference	9	-2	-4	-3	-1	-1	-1	-1	-1	-1			-8	-13	-5	
% Difference	24.9	-5.0	-8.5	-7.2	-2.0	-0.8	-0.4	-0.1	-0.6	-0.2			-13.3	-19.8	-11.6	
Employment Objectives: Using SOC Category																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	0	1	1	1	1	1	1	1	1	1			5	4	1	
Planned % Increase	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5			12.7	10.2		
Target Classification(s)	Black males and females, Hispanic males and females, Asian females and males Native American and Alaskan Native males and females and people with disabilities															
Action Steps	Allow current staff to update disability status, plan with the DEI Council to advertise in diverse areas, coordinate with HR to send goal reminders quarterly															

SOC Category: SERVICE

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	575	1,278	1,016	2,197	44	58	19	33	5	4	15	5,244	3,570	3,410	80	125
% Employed	11.0	24.4	19.4	41.9	0.8	1.1	0.4	0.6	0.1	0.1	0.3	100.0	68.1	65.0	1.5	2.4
Labor Force Standard																
# Difference	-501	-579	454	1,195	-240	-220	-34	-36	-11	-44			316	1,098	-529	
% Difference	-9.5	-11.0	8.7	22.8	-4.6	-4.2	-0.6	-0.7	-0.2	-0.8			6.1	21.0	-10.1	
Employment Objectives: Using SOC Category																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	10	15	0	0	5	5	2	2	1	1	0		22	8		
Planned % Increase	0.1	0.2	0	0	0.1	0.1	0.01	0.02	0.007	0.003	0		0.3	0.1		
Target Classification(s)	Hispanic males and females, Asian males and female, Native American and Alaskan Native males and females and people with disabilities															
Action Steps	Allow current staff to update disability status, plan with the DEI Council to advertise in diverse areas, coordinate with HR to send goal reminders quarterly															

SOC Category: SKILLED CRAFT

	White+ Male	White+ Fem	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian+ Male	Asian+ Fem	AIAN Male	AIAN Fem	Ethn Unk	Total	Tot Fem	Tot Mnrt	Disab	Vets
Agency Data																
# Employed	370	25	52	14	7	0	4	0	2	0	2	476	39	79	11	26
% Employed	77.7	5.3	10.9	2.9	1.5	0.0	0.8	0.0	0.4	0.0	0.4	100.0	8.2	16.6	2.3	5.5
Labor Force Standard																
# Difference	119	-15	-24	-10	-55	-13	-1	-3	-4	-1			-42	-111	-45	
% Difference	25.0	-3.0	-5.0	-2.0	-11.5	-2.6	-0.1	-0.5	-0.7	-0.2			-8.3	-22.5	-9.3	
Employment Objectives: Using SOC Category																
Export to Excel to enter employment objectives below. Fill in Planned # Increase, Planned % Increase, or both.																
Planned # Increase	0	3	5	1	5	1	1	1	1	1	0		7	12	5	
Planned % Increase	0	0.5	1	0.2	1	0.2	0.2	0.2	0.2	0.2	0		1.4	2.5	1	
Target Classification(s)	Black males and females, Hispanic males and females, Asian females Native American and Alaskan Native males and females and people with disabilities															
Action Steps	Allow current staff to update disability status, plan with the DEI Council to advertise in diverse areas, coordinate with HR to send goal reminders quarterly															

REPORT: EEO PERFORMANCE MANAGEMENT EEO STATISTIC

2020 DHHS PERFORMANCE MANAGEMENT EEO STATISTIC

2020 Rating	WM	WF	BM	BF	O/M	O/F	Total
Does Not Meet Expectations	9	26	12	27	1	2	77
Meet Expectations	1,868	4,546	1,481	4,220	209	408	12,732
Exceeds Expectations	294	811	99	344	38	47	1,633

2020 DHHS DISCIPLINE AND DISMISSAL STATISTICS

2020 Reason	WM	WF	BM	BF	O/M	O/F	Total
Not Assigned	1	0	0	2	0	0	3
Demotion Personal Conduct	1	1	2	1	0	0	5
Demotion Job Performance	1	1	0	3	0	0	5
Dismissal Personal Conduct	5	8	8	6	0	0	27
Dismissal Job Performance	0	1	1	0	0	1	3
Suspension Personal Conduct	14	20	21	21	3	1	80
Suspension Job Performance	0	0	1	4	0	0	5
Written Warning Job Performance	3	13	9	17	0	2	44
Written Warning Personal Conduct	53	104	113	152	10	7	439
Total	78	148	155	206	13	11	611
Percentage	12.8	24.2	25.3	33.7	2.1	.18	100
% Employee Population	15	37.1	10.9	31.8	1.6	3	100